Notes from *Getting More*

12 Strategies:

1. Goals Are Paramount: Goals are what you want at the end of the negotiation that you don't have at the beginning. Many, if not most, people take actions contrary to their goals because they are focused on something else.
2. It's About Them: You can't persuade people of anything unless you know the pictures in their heads: their perceptions, sensibilities, needs, how they make commitments, whether they are trustworthy.

1. Make Emotional Payments: The world is irrational. And the more important a negotiation is to an individual, the more irrational he or she often becomes.
2. Every Situation is Different: In a negotiation, there is no one-size-fits-all. Even having the same people on different days in the same negotiation can be a different situation. You must analyze every situation on its own.
3. Incremental is Best. People often fail because they ask for too much all at once. They take steps that are too big.
4. Trade Things You Value Unequally: All people value things unequally. First find out what each party cares and doesn't care about, big and small, tangible and intangible, in the deal or outside the deal, rational and emotional.
5. Find Their Standards: What are their policies, exceptions to policies, precedents, past statements, ways they make decisions? Use these to get more.
6. Be Transparent and Constructive, Not Manipulative: This is one of the biggest differences between Getting More and the conventional wisdom. Don't deceive people.
7. Always Communicate, State the Obvious, Frame the Vision: Most failed negotiations are cause by bad communication, or none at all.
8. Find the Real Problem and Make It an Opportunity: Few people find or fix the real, underlying problem in negotiations. Ask, "What is really preventing me from meeting my goals?"
9. Embrace Difference: Most people think different is worse, risky, annoying, or uncomfortable. But, different is actually demonstrably better: more profitable, more creative.
10. Prepare - Make a List and Practice with It: The List is like a pantry, from which you choose items for every meal.

Getting More™ Four Quadrant Negotiation Model

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| **Quadrant 1-Problems & Goals**1. Goals: Short/long term
2. Problem(s): In reaching goals.
3. Parties: Decision-maker 3rd parties.
4. What if No Deal? Worst case?
5. Preparation: Time. Who has more info?
 | **Quadrant ll-Situation Analysis**1. Needs/Interests: Rational, emotional, shared, conflicting, unequally valued.
2. Perceptions: Pi x in the head of each party. Role reversal, culture, conflicts, trust.
3. Communication: Style, relationship?
4. Standards: Theirs, norms.
5. Re-examine Goals: Still realistic?
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| **Quadrant Ill -Options/Risk Reduction**1. Brainstorm; Options to meet goals, needs. What to trade or link?
2. Incremental: Steps to reduce risk.
3. 3rd parties: Common enemies, influencers.
4. Framing ·Create a vision, develop questions.
5. **Alternatives**: To improve/affect, if necessary.
 | **Quadrant IV - Actions**1. Best options/priorities: Deal breakers.

Giveaways.1. Who presents: How .and to whom?
2. Process: Agenda, deadlines. Time mgmt.
3. Commitments/incentives:

Especially for them1. Next steps: Who docs what?
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**Four Levels of Negotiation**

1. Forcing people to do what you will them to do.
2. Getting people to think what you want them to think.
3. Getting people to perceive what you want them to perceive.
4. Getting people to feel what you want them to feel.

**Negotiation is 8% Substance, 37% Process and 55% People**

Fixing the Communications Gap:

1. Always communicate
2. Listen and ask questions
3. Value, don't blame them
4. Summarize often
5. Do role reversal
6. Be dispassionate
7. Articulate goals
8. Be firm without damaging the relationship
9. Look for small signals
10. Discuss perceptual differences
11. Find out how they make commitments
12. Consult before deciding
13. Focus on what you can control
14. Avoid debating who is right

Key question to ask: "What costs you nothing that gives me what I want, and what costs me nothing that gives you what you want?"